

Community Development Fellowship host communities 2021-22

This information was provided by each host community for candidates to review as they decide the community for which they want to apply.

Hancock

Who are we looking for?

The City of Hancock and the Hancock DDA are looking for a creative and task-oriented applicant, who will be able to work with community leaders and stakeholders in the development arena. The applicant should be computer proficient, have good time management skills, and be able to communicate to a broad spectrum of stakeholders.

Who are we?

The City of Hancock is well into the process of becoming a Redevelopment Ready Community; initiating the steps to become a Michigan Main Street Community; and all the actions that both of these major commitments entail. We have recently launched an exciting new branding and marketing campaign with fresh colors and a simple, yet creative and representative logo. The City of Hancock Planning Commission is working through the lengthy process of our Zoning Ordinance and we would welcome an additional perspective to review the project.

The environment you will be working in is busy and ever-evolving, with great support personnel and a City Manager with a vision for the future of Hancock. The fellow will become a part of the team, each contributing their strengths and supporting each other in our weaknesses. Every opportunity that arises is a learning experience. The City of Hancock is an equal opportunity employer. This fellowship may lead to a longer-term position for the right candidate.

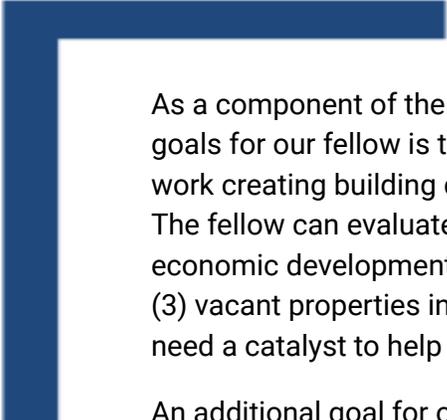
What will our fellow be doing?

Goal #1. Create and implement our Capital Improvement Plan.

Goal #2. Create Due Diligence Reports on three vacant properties

Goal #3. Create a training program for new members of City Commissions, Committees, and Authorities.

Goal #4. Engage in the Michigan Main Street Communication Plan



As a component of the Redevelopment Ready Communities (RRC) program, one of our major goals for our fellow is to create and implement our Capital Improvement Plan. The fellow would work creating building development plans for vacant properties within the downtown district. The fellow can evaluate current programs, create a template for future use and help refine the economic development incentive policy. The fellow can create Due Diligence Reports for three (3) vacant properties in the DDA district that meet the criteria of a developer with a vision. We need a catalyst to help us reach this goal and to implement the plans.

An additional goal for our fellow is to work with the City Manager on the creation of a training program for a cohesive knowledge base, a common goal, and a foundation for future economic development, to include implementing training and orientation of new members of City Commissions, Committees and Authorities.

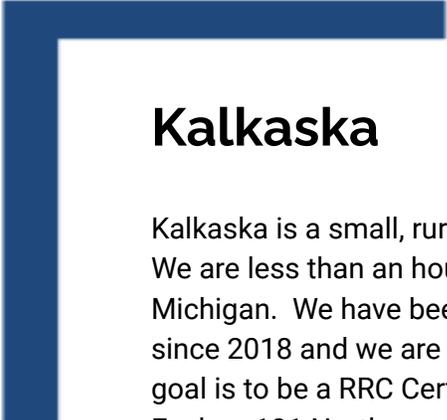
The fellow will also engage in the Michigan Main Street process of communication with committee members and support programming of grassroots efforts.

What is happening in our community?

The City of Hancock is a resilient and forward-thinking community with all wheels in motion. The City is seeking a motivated individual to fill our CEDAM fellowship grant for the 2021-2022 program to help us continue to strive toward our goals and stay on track. Hancock is positioned for incredible growth in the Technology and Tourism Business with our newly grant-funded Business and Technology Park development and the addition of cruise ship docking in Houghton.

The City of Hancock, Michigan's northern-most city is situated on Portage Lake with its canal leading in two directions to beautiful Lake Superior. The Portage Lake Lift bridge connects Hancock to the "mainland" and Houghton. Michigan Technological University and Finlandia University both bring students from around the country and the world. The arts scene is active with many galleries and live music events. The landscape is spectacular and we experience all four seasons in their glory. The area receives over 200 inches of snow annually and many opportunities for winter activities abound, from fat tire biking, downhill, and cross-country skiing to snow-shoeing.

The City of Hancock was founded on the backs of copper miners from all over Europe in the mid-1800s. The City has survived mining strikes, fires, devastating floods, and epic snowstorms. The incredible beauty of the region has drawn many remote workers to the area and many who visit here, return time and time again. We hope you will love Hancock as much as we do and become a part of our team.

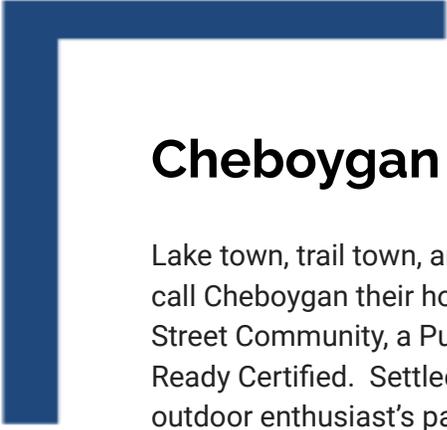


Kalkaska

Kalkaska is a small, rural, and centrally-located community in the heart of Northwest Michigan. We are less than an hour away from many of the beautiful communities in lower northern Michigan. We have been engaged with the MEDC Redevelopment Ready Community Program since 2018 and we are currently in the approval process of our updated Zoning Ordinance. Our goal is to be a RRC Certified Community by the end of 2022. We are active participants of Explore 131 North, a collaboration of seven communities along US-131. Our goal is to work together to improve Tourism and Economic Development along the US-131 Corridor. We have just completed a \$4MM Community Space Project called Railroad Square. Railroad Square is situated in the heart of our historic downtown and this project has changed the face of our downtown with the goal of it becoming the central space for all community events. Kalkaska has grown in the last 5 years and is uniquely positioned to become a central hub for companies looking to expand. We truly are centrally located in Northern Michigan with three major highways (US-131, M-72, M-66) coming through the center of town. Join us in these exciting times and be a catalyst for positive change in this amazing community.

Projects:

- Be the liaison between the Kalkaska DDA and the Village of Kalkaska in moving the RRC Certification process forward through the Kalkaska DDA RRC Committee, the Village of Kalkaska Planning Commission and the Village Council
- Work directly with our Explore 131 North Partners on the feasibility of a US-131 Corridor Economic Development Collaborative
- Help identify industry to populate unoccupied buildings/spaces in Kalkaska
- Support the DDA with our North Country Trail / Non-Motorized Trailhead on US-131
- Partner with Downtown businesses to close back alley and bring a pedestrian friendly retail/dining space behind historical downtown district buildings
- Support the Kalkaska DDA in Multi-Family Housing Projects
- Support our Digital Media Committee in streamlining the process of relaying information/events across all our digital platforms (Explore Kalkaska Website, Facebook, Instagram, etc.)



Cheboygan

Lake town, trail town, art town, river town, small town. Just a few of the ways those who proudly call Cheboygan their hometown describe our community. We are a Select Level Michigan Main Street Community, a Pure Michigan Trails Town, and in the process of becoming Redevelopment Ready Certified. Settled where the Cheboygan River meets Lake Huron, Cheboygan is an outdoor enthusiast's paradise, but our greatest resource is our people. Our community is filled with hardworking, compassionate people who go the extra mile to treat each other like family.

As a low- to moderate-income community, we have multiple grant opportunities available and are looking for assistance obtaining and managing these grants. Cheboygan has a strong partnership with the Northern Lakes Economic Alliance and works closely with the NLEA and MEDC on economic development. We are seeking an economic development professional to build upon our recent success and prepare for the next stages of growth.

Momentum is strong in Cheboygan and we hope you can be part of it.

Project List

1. RRC Certification – Develop policies and best practices necessary to complete RRC certification
2. Technology / Website Updates – Enhance and modernize communications through website updates and social media presence
3. Increase viability of the Cheboygan Industrial Park and Port of Cheboygan - Develop marketing plans and improve existing marketing and promotion material
4. Recreation Authority – Research how to form a recreation authority. Make presentations to neighboring townships about how recreation authorities work and operate.



Big Rapids

Big Rapids is a small city located in West Central Michigan with a population of about 10,500 people and is home to Ferris State University, which adds a lot of vitality to our community. As the county seat and shopping hub of Mecosta County, Big Rapids has a lot to offer residents and visitors, including a strong downtown and a robust City parks system along with many recreational opportunities on regional trails and the Muskegon River.

The community of Big Rapids is excited to welcome a Fellow who is enthusiastic about working in a small city. We offer our future Fellow the prospect of working on a variety of community economic development projects, participation in partnerships between the City and other local organizations, and the opportunity for mentorship.

Projects:

- Manage the development and adoption of an Economic Development Strategy specific to our local community context.
- Develop a Marketing Strategy for Big Rapids, working in partnership with our local Convention and Visitors Bureau, to define and clarify the City's brand and presence in the community and beyond.
- Establish and facilitate a local Trails Committee which will oversee efforts to leverage regional recreational assets like our local Riverwalk, the Muskegon River, the White Pine State Trail, and the Michigan's Dragon Trail to benefit and grow Big Rapids into a recreation destination in Central Michigan.
- Collaborate with the City's Community Development staff in implementing our Master Plan and Housing Market Analysis by making policy and Zoning Ordinance changes to facilitate new housing and redevelopment projects.

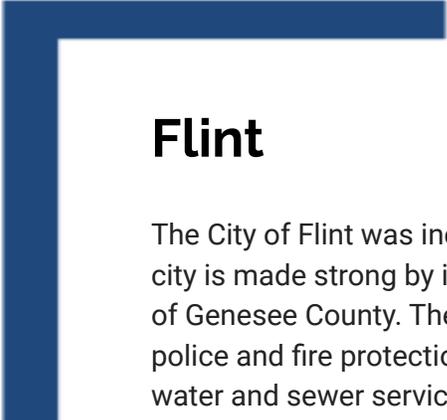
Bridgeport Charter Township

Settled in 1835, Bridgeport became the first township in Michigan to adopt Charter status to protect it from the City of Saginaw annexation in 1958. Located along the I-75 corridor, and long considered a “bedroom community” of Saginaw, Bridgeport has a diverse population of approximately 9,800 people, down from 14,000 people at its height in 1980. Much of this population loss can be traced to the closure of the region’s car manufacturing plants. Consequently, one of our biggest challenges is stabilizing the population and tax base. Despite this, a major strength of our community is the commitment of our boards, commissions, and staff, and their culture of support and cooperation which has helped maintain the Township’s fiscal stability.

Our CEDAM Fellow will find a motivated and supportive team ready to engage with our Fellow to enact impactful improvements. The Township is eager for our Fellow to help us complete our RRC Certification process, and chart a new course for economic growth and opportunity that focuses on the strengths of our home-grown industries and assets. Along Dixie Highway we have several businesses focused on medical device manufacturing, and there is an opportunity to develop a regional manufacturing hub around this industry. In addition, the Cass River and the Iron Belle Trail both run through our community, and we are considered the gateway to Frankenmuth. Our natural resources and strategic location could eventually be leveraged to create economic development that supports recreational tourism, and these resources have been strengthened over the last decade through the award of MNRTF grants to improve the Township’s non-motorized and water trail networks.

Projects:

1. Manage the creation of a Township-wide Capital Improvement Plan, including close coordination with our department heads, DDA, and Township Board.
2. Leverage our newly adopted Public Participation Plan to engage our residents and businesses in a community-wide re-branding and marketing strategy, and update the Township’s website to improve user-friendliness and incorporate RRC Best Practices.
3. Research current best practices for non-motorized transportation, parking requirements, and low-impact development, and develop zoning text amendments that will be incorporated into our site plan reviews and development process.
4. Lead development of a comprehensive code enforcement and blight removal strategy to increase property values and encourage new economic development. As part of this effort, our Fellow will also research potential funding sources for blight mitigation.



Flint

The City of Flint was incorporated in 1855 and stretches over 32.8 square miles. The resilient city is made strong by its 95,000 residents, located about 60 miles north of Detroit, in the center of Genesee County. The City of Flint provides a full range of services to its residents including police and fire protection, the construction and maintenance of streets and other infrastructure, water and sewer services as well as support for recreational activities and cultural events.

Flint is a proud city with a rich history as the birthplace of both General Motors and the UAW. Just as importantly, Flint is a city with a bright future as the home University of Michigan-Flint, Kettering University, and Mott Community College. The community is working to revitalize neighborhoods and a thriving downtown.

The decline of the automotive industry brought about opportunities for change and investment in the city. Work continues on a variety of planning, policy, and project implementation processes that are happening through a variety of community-led initiatives. These initiatives will align with strategies identified in the city's award-winning Imagine Flint Master Plan and present an exciting opportunity for an enthusiastic, change-oriented, Planning and Development professional. The selected professional will assist the City by expanding on current successes as we work to finalize our Redevelopment Ready Communities certification.

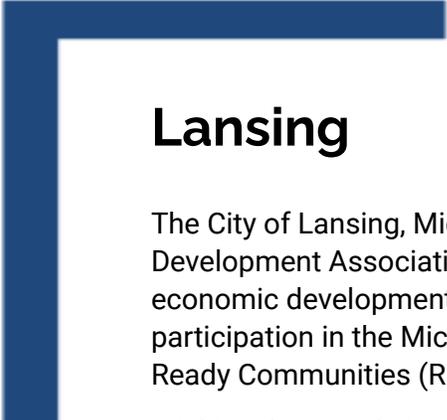
Some Projects:

- Actively working to market, sell and redevelop abandoned, vacant properties in the City of Flint
- Linking neighborhood planning program with economic development activities - City of Flint Planning and Development has developed and continues to implement a neighborhood planning initiative and completed 15 neighborhood plans. The City has begun, with its partners, to implement some of the projects that have evolved from the NPI initiatives. As part of these neighborhood revitalization projects, the City is working to identify additional resources and strengthen the relationship between Planning and Economic Development to repurpose abandoned storefronts and revitalize neighborhoods that the neighborhood groups have prioritized.
- Truth Racial Healing and Transformation - currently working with City of Flint Police Department and Choice Neighborhood Improvements (CNI) to promote social equity



and justice. Social equity is one of the guiding principles of the City's Master Plan and the City has plans to expand the TRHT movement citywide and into City Hall to help address historic injustices.

- Research for potential upcoming zoning code changes to further address equity issues in our zoning code. Identify best practices, propose legislation, suggest modifications, and make recommendations for future code updates regarding exclusionary zoning, removing barriers, affordable housing, as well as other proactive policies.



Lansing

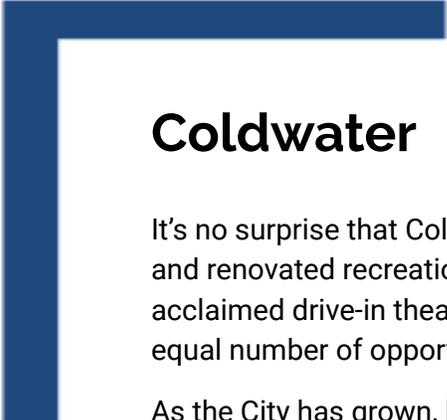
The City of Lansing, Michigan is seeking a fellow through the Community Economic Development Association of Michigan (CEDAM) to increase capacity to implement community economic development projects, increase community engagement and advance goals related to participation in the Michigan Economic Development Corporation's (MEDC) Redevelopment Ready Communities (RRC) program.

Michigan's capital city of Lansing is centrally located and highly accessible from anywhere across the state— just one hour away from Detroit, Grand Rapids, and 90% of Michigan's population. The Lansing community offers big city amenities and cultural experiences with small town convenience, charm and affordability, and this isn't just known to our residents — Business Insider named Lansing, Michigan among its top 20 best places to move following the COVID-19 pandemic, citing an attractive cost of living and durable employment opportunities, among other factors. As Lansing's CEDAM Community Development Fellow, you can help continue Lansing's story of diversity, innovation, resilience, and growth.

The perfect Fellow for our city will have a great work ethic and be comfortable communicating independently with a wide variety of people, including business owners, property owners, residents, and city officials. The city focuses on revitalizing key commercial/retail business corridors that have seen a lack of support throughout the years, which led to the creation of several [Corridor Improvement Authorities \(CIA\)](#) to better assist the community. The S.MLK CIA needs a champion and a voice to promote change and improvements for this key gateway corridor into Lansing.

Some of the projects you might work on include the following. This is not an exhaustive list, and the city is seeking a fellow who is eager to bring new ideas and creative solutions to the S.MLK CIA's work in advocating for and driving growth along the corridor:

1. Supporting S.MLK CIA efforts in corridor revitalization, including coordinating administrative work for the CIA meetings, attending CIA meetings, and conducting outreach with board members and other stakeholders along the corridor.
2. Facilitating connections with business owners, residents, property owners, and other stakeholders within the S.MLK CIA's area of service. This could include creating and distributing a survey to business owners and residents within the CIA boundaries to understand the challenges, opportunities, and goals for development along the corridor.
3. Developing an inventory of the occupied and vacant business properties within the CIA boundaries and compiling a contact list/directory for the corridor to facilitate better communication efforts for the corridor.
4. Enhancing communications about CIA work including creation of a more cohesive and comprehensive web presence.
5. Assisting in the creation of and obtaining city approval for the S.MLK CIA's Development and Finance plan.



Coldwater

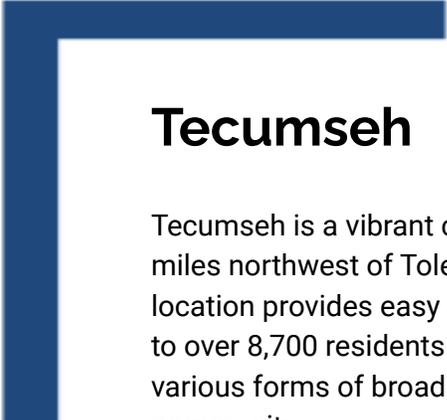
It's no surprise that Coldwater is one of the fastest-growing cities in Michigan. With brand-new and renovated recreation facilities, a historic Opera house, several lake chains, a nationally acclaimed drive-in theater, and over 1,200 jobs recruited in the past decade, Coldwater has an equal number of opportunities for personal and professional enjoyment.

As the City has grown, local government and community organizations have worked to make the most of opportunities to strengthen and support Coldwater and its residents. Coldwater has participated in a housing pilot program and received multiple neighborhood enhancement program grants, committed to significant public improvement projects including the renovation of a downtown park, created a downtown beer garden event series, and taken ownership of key downtown sites in an effort to encourage thoughtful redevelopment of historic buildings.

A Fellow hosted by the City of Coldwater will work alongside the community to achieve RRC-certification and continue to pursue thoughtful development.

The Fellow's key projects are outlined below:

- 1) Create a boards and commissions member recruitment and information guide. The guide will include recommended skill sets, expectations, and requirements for board membership and will help empower citizens to participate in local boards and commissions.
- 2) Create a framework for reviewing development projects and determining which local incentives may be leveraged. The framework will be based on a project's compatibility with community goals listed in the Master Plan, Marketing Strategy, DDA Strategic Plan, and other key documents.
- 3) Prepare application for next USDA Rural Development Housing Preservation grant cycle by reviewing requirements, working with stakeholders on application materials, and preparing all necessary documents and plans. The grant would enable to community to help improve a key segment of the existing housing stock and complement the work being done to create and improve housing throughout the City.
- 4) Engage a diverse group of stakeholders and create buy-in during the DDA's Strategic Plan update process. Community-wide participation in the update will help shape downtown development and programming in the coming years.



Tecumseh

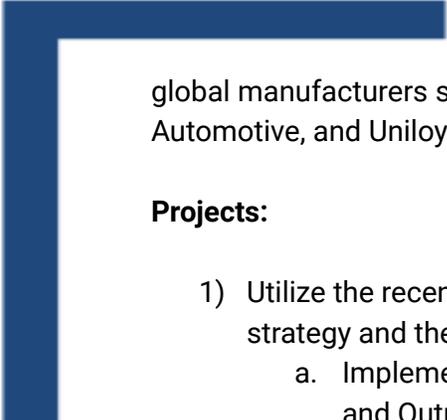
Tecumseh is a vibrant community, situated 25 miles southwest of Ann Arbor, Michigan, and 45 miles northwest of Toledo, Ohio. Nestled into the rolling landscape of Lenawee County, the city's location provides easy access to major highways and international airports. Tecumseh is home to over 8,700 residents and 300 innovative businesses that need to stay connected; that's why various forms of broadband including cable and fiber optic are available throughout the community.

Tecumseh is a celebration of the entrepreneur. Tucked inside historic downtown buildings you'll find an interesting mix of more than 110 specialty shops, professional services, boutiques, and dining options. Whether you're looking for custom-designed jewelry, a special teapot from Europe, an outfit for a night out on the town, or the best cinnamon rolls in Lenawee County, you'll find it in Downtown Tecumseh. Shop owners take pride in offering customers goods imported from around the globe. A diverse selection of restaurants is highlighted by a gourmet food niche featuring locally produced wines and beers and a micro-creamery. Quality of life is valued in Tecumseh.

Our Parks and Recreation Department boasts over 360 acres of parks and trails throughout the city. You can pack a picnic and enjoy an outdoor concert during the summer or play a round of championship golf! The Tecumseh Center for the Arts, Cabela's, Michigan International Speedway, and Michigan State University's Hidden Lake Gardens all provide inviting recreational opportunities for residents and visitors to enjoy.

Excellent educational facilities are provided through the Tecumseh Public Schools and the Lenawee Intermediate School District (LISD). The LISD and Tecumseh's Southern Michigan Center for Science and Industry can tailor industry-specific programs to focus on the needs of area businesses. The area's access to major universities, including the University of Michigan, Eastern Michigan University, Siena Heights University, and Adrian College, have long provided the backdrop for innovation and talent in the Tecumseh area. This expert workforce is backed by a strong commitment to education and workforce development from South Central Michigan Works and the State of Michigan.

Tecumseh also offers a wide range of housing options. Charming bungalows, nationally registered historic homes and modern neighborhoods provide many options in single-family housing. Rather not mow the lawn? A wonderful selection of apartments, condominiums, and downtown lofts will give you more time to work on your golf swing. Successful businesses locate in areas like Tecumseh where talented workers want to live. Come see for yourself why

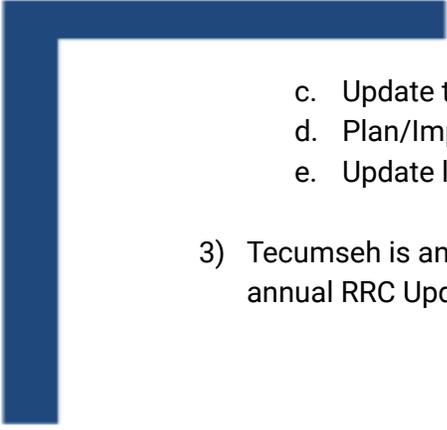


global manufacturers such as Kirchhoff Automotive, Glycon, Wacker Chemical, Comstar Automotive, and Uniloy Milacron call the Tecumseh area home.

Projects:

- 1) Utilize the recent industry/talent data study to implement the new business attraction strategy and the additional 7 key goals identified within the plan, including:
 - a. Implement Adrian – Tecumseh SmartZone Industrial Site Development Marketing and Outreach Strategy around leading industry sectors which include Advanced Manufacturing, Automotive Supply Chain, Chemical Manufacturing, and Logistics & Distribution.
 - b. Align with state of Michigan industry sector priorities and leverage Detroit Regional Partnership, Michigan Economic Development Corporation, and Consumers Energy to implement business attraction strategies.
 - c. Leverage state and local economic development programs that deliver a competitive incentive package while ensuring mutually beneficial investments made by the communities and companies to ensure the preservation of a competitive business climate and long-term economic benefit for all parties.
 - d. Utilize new electricity infrastructure investments made by Consumers Energy to attract high energy users to SmartZone sites.
 - e. The Adrian – Tecumseh SmartZone should work with its partners to facilitate and coordinate a strategy to promote and integrate STEM Workforce Programs that retain and attract the next generation of talent to fill the workforce pipeline and support existing business hiring needs and demonstrate an availability of workforce for business attraction target industries.
 - f. The Adrian – Tecumseh SmartZone should work with Lenawee Now on a resident recruitment effort to meet the employment needs of Adrian and Tecumseh employers.
 - g. The Adrian – Tecumseh SmartZone should establish and coordinate a C-level executive roundtable initiative that brings together local business leaders to benchmark and share ideas.

- 2) The Tecumseh Downtown Development Authority is currently completing a new strategic DDA/TIF Development Plan. Within that plan, several immediate, mid-range and long-term goals and projects have been identified. Some examples of projects the CEDAM Fellow will work on include:
 - a. Identify and plan a downtown public gathering space
 - b. Create public restrooms

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- c. Update the downtown landscaping to coincide with the new Road Diet
 - d. Plan/Implement better wayfinding system
 - e. Update logo and overall branding
- 3) Tecumseh is an RRC Certified community – the CEDAM Fellow would help with the annual RRC Update and conversion to RRC 2.0.



Ferndale

Ferndale is a compact, walkable suburb of Detroit, 4 square miles in size with about 20,000 residents. We're known for our progressive values and vibrant downtown, but we also have a diverse mix of industries within our borders, from light manufacturing and skilled trades to film, music, and other creative studios, as well as professional services. We were most recently RRC Certified in 2017, the same year we completed a major update and overhaul to our Master Land Use Plan. We've adopted mobility and affordable housing plans and are now pursuing RRC recertification and plan implementation.

We work with our community to vigorously rank, fund, and implement the priorities we set in these plans, and pride ourselves on being recognized by our neighbors and peers as leaders and doers. Examples include our growing infrastructure for non-motorized travel such as a protected bike lane network, MoGo bike share, urban forestry program, and more. The CEDAM Fellow that joins the Ferndale team will work with us and our stakeholders in tangible and visible ways to update major plans and implement key priorities in a fast-paced, collaborative, and inspiring environment.

Projects:

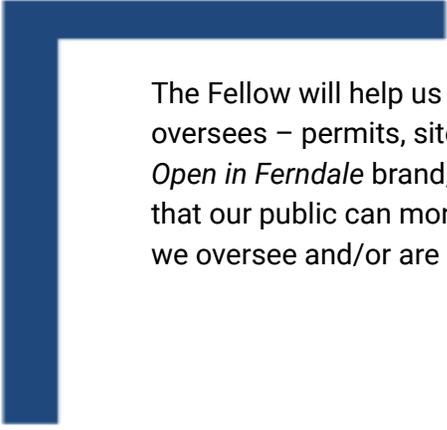
1) Assist in exploring the Community Affordable Housing Land Trust/Strategies for Affordable Housing in Ferndale, and the Industrial District Strategy.

The city intends to deliver a recommended framework for action and oversight for affordable housing by the end of calendar year 2021 or early 2022. Baked into this goal is a framework for the pursuit of additional affordable housing through a combination of investments in new housing, existing housing, and community wealth-building/people-centric investments, and a renewed focus on the city's industrial areas, to ensure that these areas can remain accessible to small businesses while seeing new growth.

2) Roll out and expand the *Open in Ferndale* brand platform through civic and business promotional efforts and streamlining access to business and community resources.

A summer-fall 2021 campaign is being finalized, that will consist of season-focused messaging (emphasizing opportunities to engage with our businesses this summer/fall/winter) and sustained brand boosting and resource sharing for Ferndale. *Open in Ferndale* (www.ferndalemi.gov/open) is designed to help us streamline access to resources and knowledge for businesses and residents alike.

3) Complete an overhaul of community and economic development process documentation and external engagement materials as part of critical components of our RRC Recertification.



The Fellow will help us streamline and document all processes and resources that CED oversees – permits, site plans, minor home repair, and more. Wrapping those processes in the *Open in Ferndale* brand, the Fellow will help us strip away the jargon and streamline access so that our public can more easily understand and engage with the many processes and resources we oversee and/or are connected to.